King's College London
Pay Gaps Report 2017

Who are we?

King's College London, a multi-faculty London university with a global reputation for excellence in research and teaching within the Russell Group[1].

King's has a proud heritage and is a recognised leader in many areas of education, including as a pioneer of higher education for women. With this legacy King's aspires to lead the way in reducing the gender pay gap as part of its commitment to diversity and inclusion.

Our vision is 'to make the world a better place'. We will achieve this by continuing to focus on world leading education, research and service, and we will have an increasingly proactive role to play in a more interconnected and complex world.

King's welcomes the opportunity to publish its Gender Pay Gap report for the year ending 31 March 2017.

What is the Gender Pay Gap?

The 'Gender Pay Gap' is an equality measure which shows the difference in average earnings between women and men, irrespective of roles and seniority. The figures contained in this report conform to the calculation methodology stipulated by UK legislation.

Gender pay measures the differences in mean and median hourly pay, the mean and median bonus payment, the proportion males and females receiving bonus payments, and the percentages of men and women distributed across pay quartiles in the institution. The differences in pay and bonus are expressed as a percentage of male pay/bonus.

Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. As such no inference can or should be made be made about equal pay using gender pay gap information.

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[1] The Russell Group represents 24 leading UK universities committed to maintaining the very best research, an outstanding teaching and learning experience, and unrivalled links with business and the public sector

Legislative requirements

King's College London is a public organisation with 250 or more employees as of 31 March 2017 thus required to publish specific gender pay information:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

Headline Gender Pay figures for King's College London

### Distribution of men and women within King's College London

King's total workforce for gender pay reporting purposes is just over 7,600, of which 45.7% are men and 54.3% are women.

Mean and Median

The mean is calculated by adding all of the hourly salaries for men/women and dividing by the number of salaries that have been added.

The median is calculated by ordering the salaries for men/women and determining which salary lies in the middle of the list.

Mean and Median gender pay gap
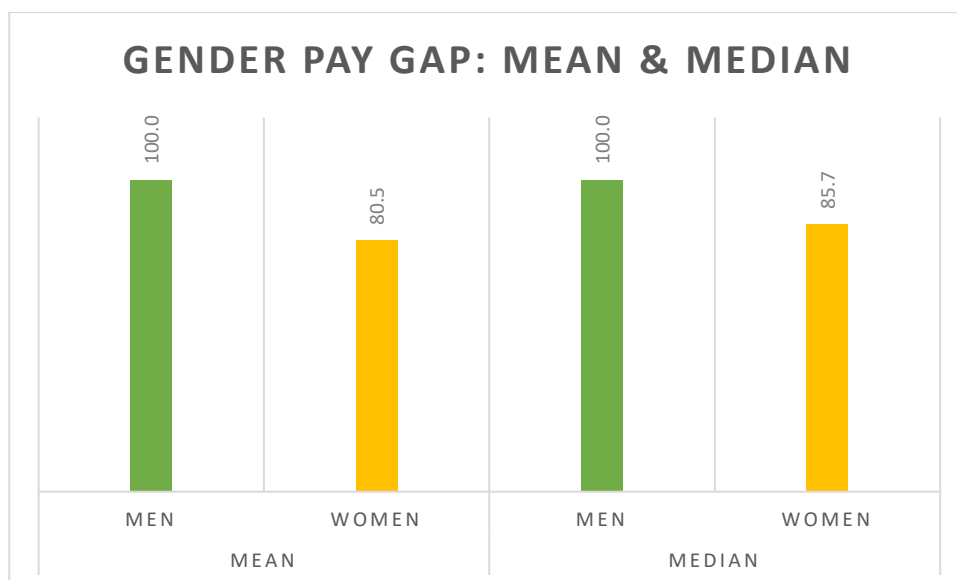
The gender pay gap is measured by taking the difference in the mean or median hourly pay and expressing it as a percentage of the male mean pay.

King's mean gender pay gap is 19.5% and the median is 14.3%.

Mean and Median gender bonus gap

The mean and median gender bonus gap is calculated in a similar way to pay but only includes those employees who received a bonus in the year leading up to 31 March 2017.
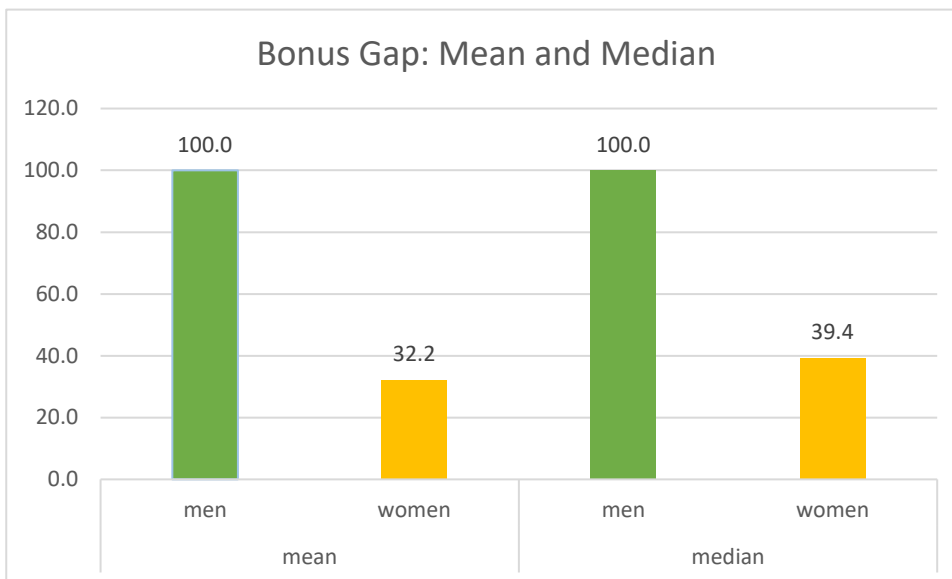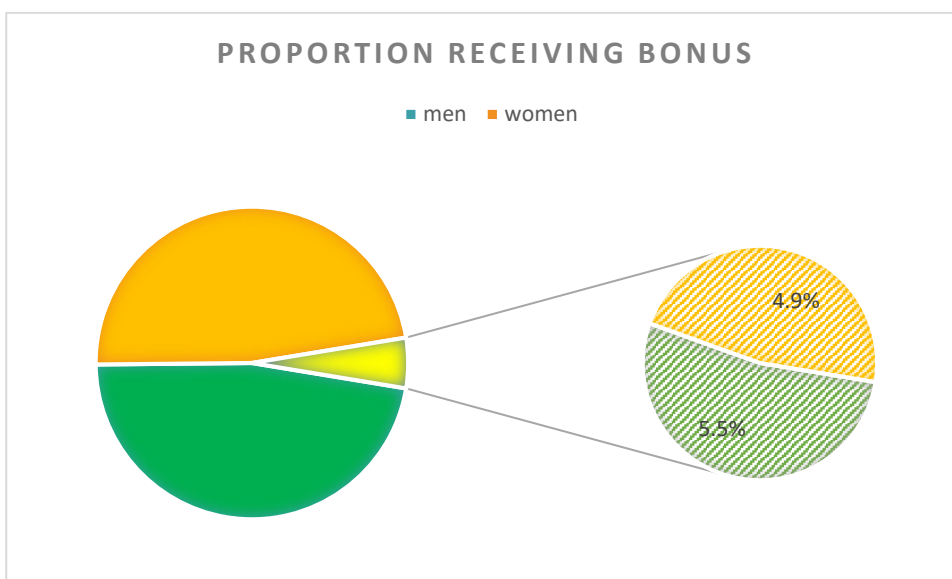

King's mean gender bonus gap is 61.8% and the median is 60.6%.

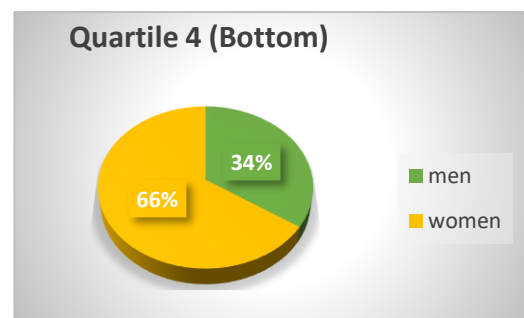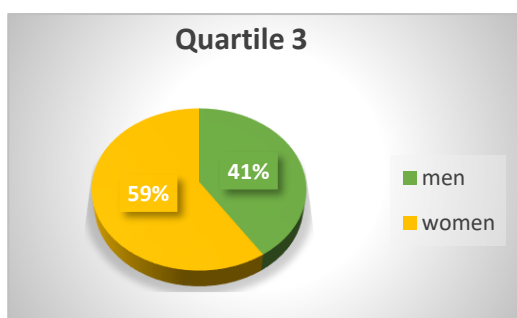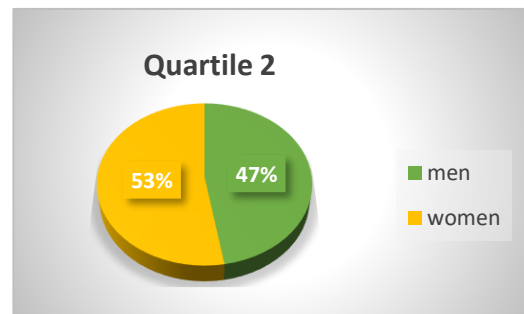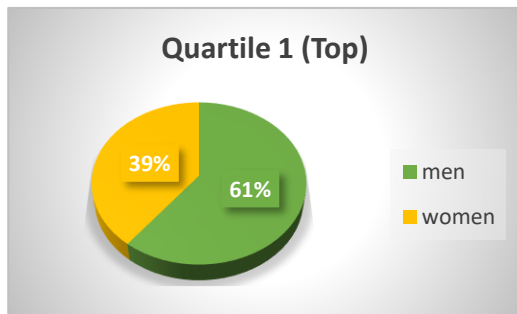## Proportion of males and females receiving a bonus

For gender pay reporting bonuses include one-off recognition awards and Clinical Excellence Awards.

Only 5.5% of men and 4.9% of women received a bonus during the 12 months leading up to 31 March 2017.

Pay Quartile Distribution

The distribution of men and women across the pay quartiles is shown below. Each quartile contains an equal number of employees.

Quartile 1 (Top)
- men 61%
- women 39%

Quartile 2
- men 47%
- women 53%

Quartile 3
- men 41%
- women 59%

Quartile 4 (Bottom)
- men 34%
- women 66%

We recognise that our gender pay gap needs to be reduced and so have sought to evaluate:

a) the reasons for our gender pay gap;
b) the breakdown of the gender pay gap for different areas of the organisation,
c) what we should continue to do to close the gap; and
d) which new strategic activities should be undertaken to make progress on closing the gap.

Factors contributing to King's College London's Gender Pay Gap

Table 1 below shows the break-down of pay between the different types of role within King's College London. The mean and median numbers are not 'actual' hourly pay but are indices to show the relationships between the different areas. They are broadly indicative of a relationship to the overall mean/median where that figure is equal to 100.

• King's College London workforce profile shows that more of our leadership positions are filled by men and we also have a larger proportion of women in lower paid areas of the organisation relative to men.

• King's operates in partnership with three NHS Foundation Trusts and pays its clinicians at rates in line with National Health Service methodology, which are generally higher than for other staff. Of our clinicians, 60% are men, with male representation among consultants being 72%.
We calculate that, if all clinical staff are excluded, our gender pay gap would be 15.5% (mean) and 12.1% (median).

- Clinical Excellence Awards[2] are recorded for gender pay purposes as a bonus. Were they to count as salary the numbers of employees receiving a bonus would reduce to 2.6% (men) and 4.1% (women), although the mean and median bonus gaps would remain at 33.3% and 29.5%.

	Mean	Median	n=
Academic			
Male	124.3	109.5	900 (59.3%)
Female	108.5	100.1	617 (40.7%)
GPG	12.7%	8.6%	
Professional Services			
Male	74.1	64.6	1,393 (39.5%)
Female	67.2	61.1	2,136 (60.5%)
GPG	9.4%	5.3%	
Research			
Male	72.8	68.3	662 (41.1%)
Female	70.4	66.4	947 (58.9%)
GPG	3.4%	2.9%	
Clinical			
Male	164.4	122.8	343 (60.8%)
Female	118.4	95.2	221 (39.2%)
GPG	28.0%	22.4%	

What have we been doing?

We believe that the GPG is a measure of opportunity and representation.

We have brought our active commitment to gender opportunity to life

- By making diversity and inclusion a consistent theme of our vision statement "King's Strategic Vision 2029";
- By actively encouraged and supported participation in the Athena SWAN programme; and
- By ensuring that all senior leaders will have Key Performance Indicators (KPIs) relating to sex and other protected characteristics.

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[2] **Clinical Excellence Awards (CEAs)** are payments made to consultants who contribute towards delivery of safe and high quality care to patients and to the continuous improvement of the National Health Service (NHS).

We have recognised our need to develop our female talent

- By sponsoring participation in schemes which focus specifically on the development of women in the workplace.
- We have increased the opportunities for women to take on leadership roles. The introduction of the 'deputy' position to Heads of Division or Department, and the fixed term nature of the 'Head' role is designed to give women greater exposure to senior roles.

We have focused on family friendly policies

- Through an improved offering for maternity, paternity, and shared parental leave. We have already seen an increase in the uptake of shared parental leave and in the number of weeks taken by those on maternity.

We have sought to reduce unconscious bias

- By introducing unconscious bias training across the university with a focus on senior leadership teams.
- By reviewing our internal academic promotions process.

Together these initiatives have contributed towards a significant increase in the numbers of promotions for women in our academic roles.

What are we going to do?

Our analysis of the causes of our gender pay gap shows that the opportunity to make an impact is by increasing the representation of women in senior academic and professional services roles.

Our intention is to develop behaviours to address the root causes of the gender pay disparity to achieve a sustainable deep rooted improvements.

We will act in four key areas:

1. **Accountability**
   We will make senior leaders aware of the role they have to play in developing female talent and make them accountable for doing so.

2. **Scrutiny**
   We will continue to scrutinise the processes and outcomes which impact positively and negatively on our gender pay gap. Our focus will be on internal promotion (including the readiness of female talent) and external recruitment.

   Procedures are already in place to ensure that senior level recruitment and retention pay decisions within the Health and Arts & Sciences faculties are objectively justified and fair in a process which includes at least one senior level female academic."

   We will extend our provision of management information so that department and faculty heads can assess the impact of promotion and recruitment decisions.

3. **Organisational Culture**
   We will build on the current focus on female participation and move to identify and challenge

any embedded cultural mores which have an adverse impact on our commitment to diversity.

4. **Positive Action for Women**
    We will make coaching available for our female academics to take advantage of within two years of joining King's College London. We will continue to provide the Diversity Mentoring scheme. We will also look to develop ourselves and improve our understanding of how gaps are created through improved understanding of intersectionality.

We will continue to be committed and proactive in promoting and supporting all types of diversity, including gender.

Declaration

We confirm that our data is accurate and has been calculated according to the requirement of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.